OPERATIONS BUSINESS TEAM
September 29, 2000 (DRAFT)

	OPPORTUNITY CATEGORY	DECISIONS AND ACTIONS	STATUS / ISSUES / COMPLETION DATES	NEXT OBT REVIEW DATE	RESPONSIBLE PERSON(S)
1	Consumer Connection	Banded Paper Cigarette Licensing	*Update given covering objectives, licensing and confidentiality agreements, and royalties. Meetings with potential licenses to begin 10/10/00 (Lorillard). Will complete paper making technical transfer package by 12/1/00. Need to review scenario in which technology is installed at a manufacturer other than SWM to make paper for competitors.*	*DONE*	*H. Alonso*
2	Compliance	EHS Assessment 1st Half 2000 Results	*Assessment results for 1st half of 2000 reviewed.*	*DONE*	D. Milby
3	Compliance	Product Special Situations & Interim Product Retrieval Training	*Training conducted providing background and set up for the scheduled 10/16/00 Retrieval Simulation Exercise.*	*DONE*	J. Carboni
4	Compliance	QUARTERLY Review - Warrant Response Plan	*Review conducted.*	*DONE*	J. Hollieran
5	Costs & Cash Flow	Strategic Plan Measures	*Presentation made reviewing 8 proposed Operations measures. Operations Planning will add 2 or 3 measures that cover organizational health. Whatever measures we decide on will be reviewed at the beginning of each OBT meeting.*	*DONE*	H. Burnley
6	*Compliance*	*Team Check In*	*All OBT presentations shall have the following noted on each page: "OB T Presentation", date and page number.*	*DONE*	*OBT*
7	*Consumer Connection*	*Team Check In*	*Current SCR planning activities reviewed. Operations will present the plan supporting the the SCR Imperative at the Meeting of 70 scheduled for 11/1 - 11/3/00. H. Burnley to chair planning meeting on 10/16/00 in preparation for Meeting of 70. Still plan to do PI testing of SCR 2002 product at INBIFO.*	*DONE*	*H. Alonso & H. Burnley*
8	*Consumer Connection*	*Team Check In*	*G. Cummings to review Inserts / Onserts / Outserts for the NPC at their next meeting (11/17/00). Operations to procure sufficient equipment to support 15 bn. production for the SCR Imperative.*	*DONE*	*G. Cummings*

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9	Organizational Capability	Strategies for Hourly Hiring	*Presentation made reviewing 3 phase hiring strategy dealing with sourcing, selection and training of a 10X workforce. Need to define skills for workers as soon as possible and define timeline for selection system.*	*DONE*	K. Benner
10	Quality System Implementation	3rd Quarter Management Review	*Presentation made. All domestic Marlboro cartons requiring spare out conversion will be completed by the end of 2001. Current plan is to coordinate spare out on other brands with planned cylinder changes. By end of 2000 plan to be able to track all Marlboro cartons with date codes. Plan to have all packs date coded during 1st Q, 2001. Will follow up on progress regarding food grade lube oil for CM equipment at next review.*	*DONE*	*J. Carboni & G. Cummings & H. Long*
11	Quality System Implementation	Quality System S Curve & Milestone Update	*Update given. Still need to work through implementation schedules and Manufacturing plan before end date for implementation can be established. Current projection is that implementation end date will be established by the end of 2000.*	*DONE*	J. Carboni
12	Consolidation & Integration	Enterprise Software Standardization Project	K. Lowrance to make presentation. Time: 30 min.	TBD	H. Long
13	Costs & Cash Flow	Strategic Plan - Project Resource Discussion	L. Pulsifer to facilitate discussion. Time: 4 hrs.	TBD	H. Burnley
14	Compliance	Proposed Communication Plan to Employees (Regarding Workplace Safety Issues)	C. Stiff to make presentation. Time: 30 min.	10/12/00	C. Schwartz
15	Costs & Cash Flow	MONTHLY - Operations Budget Update for September	E. Johnson to give update. Time: 30 min.	10/12/00	M. Saine
16	*Costs & Cash Flow*	*Operations Measures*	*K. Kriva to give update. Time: 20 min.*	*10/12/00*	*H. Burnley*
17	Costs & Cash Flow	Project Symphony Update	H. Burnley to make presentation. Time: 30 min.	10/12/00	H. Burnley
18	Costs & Cash Flow	QUARTERLY Review - Strategic Equipment Reserve	R. Arents to make presentation. Time: 20 min.	10/12/00	H. Burnley

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19	Incentives & Compensation	IC/Stock Review	*R. Driver to facilitate. Time: 2 hrs.*	10/12/00	K. Benner
20	*Organizational Capability*	*Advancement Planning Update*	*R. Driver to give update. Time: 30 min*	*10/12/00*	*K. Benner*
21	*Costs & Cash Flow*	*Operations Measures*	*K. Kriva to give update. Time: 20 min.*	*10/26/00*	*H. Burnley*
22	Costs & Cash Flow	Operations Strategic Plan Update	L. Pulsifer to facilitate review by OBT for direct reports.	10/26/00	H. Burnley
23	Quality System Implementation	Manufacturing Quality System Implementation Plan	*Presentation made 9/28/00. Will conduct an in depth review (2-3 hrs.) of the QS Implementation Plan under specific regulation for cigarettes, at the 10/26/00 OBT meeting. Will also review results of 3rd Party Assessment at that time.*	*10/26/00*	J. Carboni
24	Costs & Cash Flow	MONTHLY - Operations Budget Update for October	E. Johnson to give update. Time: 30 min.	11/30/00	M. Saine
25	*Costs & Cash Flow*	*Operations Measures*	*K. Kriva to give update. Time: 20 min.*	*11/30/00*	*H. Burnley*
26	Costs & Cash Flow	QUARTERLY - Review of Open Capital Projects	R. Sarmento to make presentation. Time: 30 min.	11/30/00	M. Saine
27	Costs & Cash Flow	Strategic Plan Review	L. Pulsifer to facilitate review. Time: 1 hr. 30 min.	11/30/00	H. Burnley
28	Organizational Capability	Technical Ladder Promotion Review	R. Driver to facilitate. Time: 2 hrs.	11/30/00	K. Benner
29	Quality System Implementation	Quality System S Curve & Milestone Update	J. Williams to give updates. Time: 45 min.	11/30/00	J. Carboni
30	Costs & Cash Flow	MONTHLY - Operations Budget Update for November	E. Johnson to give update. Time: 30 min.	12/18/00	M. Saine
31	*Costs & Cash Flow*	*Operations Measures*	*K. Kriva to give update. Time: 20 min.*	*12/18/00*	*H. Burnley*
32	Costs & Cash Flow	Strategic Plan Review	L. Pulsifer to facilitate review. Time: 1 hr. 30 min.	12/18/00	H. Burnley

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33	Quality System Implementation	Quality System S Curve & Milestone Update	J. Williams to give updates. Time: 45 min.	12/18/00	J. Carboni
34	Compliance	QUARTERLY Review - Warrant Response Plan	J. Holleran to circulate plan for revisions prior to meeting. Time: 5 min.	12/18/00	J. Holleran
35	Quality System Implementation	SEMI-ANNUAL - Review of PM USA Sanitation Program	D. Chadick to make presentation	1/12/01	R. Cox & JAC
36	Costs & Cash Flow	Manufacturing Yield Measures	J. Calloway to give update.	3/15/01	S. Rivera

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